



**COASTAL COMMUNITY TEAMS
ECONOMIC PLAN**

No.	Heading	Detail	Information
Key Information			
1	Name	Southend Tourism Partnership	The Partnership (CCT) is a representative group of the tourism businesses across the Borough of Southend-on-Sea
2	SPOC	Scott Dolling Southend Borough Council	Head of the Council's Tourism Dept scottdolling@southend.gov.uk 01702 534826
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	Jacqui Dallimore (Chair) Hotel MD Cllr Mary Betson (Portfolio Holder) Cllr Martin Terry (Councillor) Steven Kavanagh (CEO SUFC) Dawn Jeakings (Chair Southend BID) Marc Miller (MD Stockvale group)
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	All tourism related organisations in the area
4	Accountable Body	Southend on Sea Borough Council	The Accountable Body is represented on the CCT
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	The Borough of Southend on Sea covers the resort of Southend, Leigh On Sea and Shoeburyness. The area has a strong tourism history and is one of the country's most popular day trip destinations.
6	Context – community	175,000 residents.	Southend grew up following the railway expansion in the 19 th century and ability for Londoners to visit and then relocate to the nearby seaside. Southend is home to

			<p>the world's longest pleasure Pier. A collection of villages and separate communities make up the overall Borough with Central Southend being the most well known due to its nationally renowned tourism offer. Southend is a large urban area and boasts many community benefits such as theatres, parks, museums and galleries. There is a thriving arts scene with exemplars from music to digital. The Borough is home to highly successful entrepreneurs living in high value homes but also some wards with significant deprivation.</p>
7	Context – economy	6000 businesses – mostly SME	<p>Southend has a broad economy and unlike some seaside towns does not see significant seasonal issues. Tourism is the highest profile sector along with Aviation which, through the recent investment by Stobart, has seen international routes expand. The cluster around the airport focusing on maintenance and repair of aircraft has long been established in Southend and provides high value jobs. Medical technologies, the creative and cultural sector, retail and call centres are also key parts of the local economy. There are plans for a significant new Med-Tech focused business park near the airport which will provide more high value job opportunities. HMRC has historically held a significant presence in Southend but is currently reviewing its regional presence. Tourism is the largest sector for employment and in the central area Adventure Island is a significant draw and regularly wins consumer awards for its offer. In recent years a Business Improvement District has developed and covers the central seafront and High Street vicinity adding a strong promotional voice to the Southend message.</p>
8	Related initiatives	LEP, Visit Essex	<p>Southend is part of the South East Local Enterprise Partnership – the largest outside London. Southend plays an active role in this partnership and is involved in some key strategic projects. Southend is home to the LEP's growth</p>

			<p>hub for business support.</p> <p>Visit Essex is a countywide DMO which Southend is a partner in with a place on the associated board. Southend is a lead partner in a related cultural tourism destination project.</p>
CCT Plan			
9	Ambition	To increase the value from tourism to the local economy.	<p>The CCT has brought about the establishment of a Tourism Partnership (DMO). This will provide the foundation for increased collective decision making around tourism issues. Value for money will be demonstrated by better linked promotions, events, communication and shared responsibility to deliver for the business community.</p> <p>Specifically there will be one website and social media platform to replace the current two before 31/3/16.</p>
10	Needs of the community and intentions of the team to meet them.	Increased average visitor spend	<p>The actions within the associated Destination Marketing Plan outline specific markets that will lead to increased overnight stays delivering higher value tourism. Specific objectives link to identifying an additional 2000 overseas staying visitors from Holland in 2016,</p>
		Reduced impact to the environment	<p>Increasing overnight visitors and targeting non car travel to Southend feature in the Marketing plan for 2016/17 will reduce negative environmental impacts the area. Specific activity will be evidenced by a rail focused campaign targeting 10,000 rail vouchers redeemed.</p>
		Skills	<p>Tourism is a key employment sector. Opportunities will be presented to the education providers with linked business apprenticeships providing young people with options to enter the sector with appropriate skills and training for adults seeking alternative careers. This activity will be linked into a pilot skills project being planned for 2016, Specifically a tourism focused employment opportunities presentation will be taken to the local careers network</p>

		Employment opportunities	Developing a year round tourism offer resilient to the weather will help tourism employment opportunities for young people. This is a longer term ambition.
11	Analysis	<p>Strengths</p> <p>Weaknesses</p> <p>Opportunities</p> <p>Threats</p>	<p>Reducing duplication of marketing effort</p> <p>Improving the economic impact of the tourism sector to secure more jobs and prosperity</p> <p>Providing ability for more local jobs for young people and displaced older workers in the area</p> <p>Increase the skills level of the local population</p> <p>Reducing the number of car journeys</p> <p>Supporting the night time economy</p> <p>Aligning skills needs by business with the employment pool and learning providers.</p> <p>No formal structure to implement actions</p> <p>Requires investment in kind by partners</p> <p>Tourism profile not regarded as high value</p> <p>Grow the partnership beyond the political boundary of Southend on Sea</p> <p>Involve stakeholders from across multiple disciplines</p> <p>Generate more inward investment</p> <p>Increase the quality of offer</p> <p>Raise profile of the destination to new markets</p> <p>Change the perception of tourism value</p> <p>Exchange rates (overseas market)</p> <p>Dis-engagement by key stakeholders</p> <p>Alternative partnerships setting up</p> <p>Central funding / resources (SBC)</p>
12	Data.	The principles and objectives outlined are supported by data from the following sources Annual Tourism volume and value – average spend, staying visitors, employment in sector.	

		NOMIS – skills attainment, employment stats Destination benchmark with British Destinations	
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	Launch tourism partnership with sector conference by 31/3/16 Combine tourism websites – funded by CCT complete by 31/3/16 Develop image library – funded by CCT by 31/3/16 Implement overseas marketing programme 31/3/16 (in partnership with GREAT UK challenge fund) Develop rail based marketing programme – lead partner C2C Launch tourism apprenticeship programme for 16/17 academic year – Southend adult community college
14	Short term goals/actions	Conference delivered Membership confirmed Campaign launched Websites merged Image library launched	
15	Performance measures	Number of members Web stats Benchmark exercise	
16	Medium term goals/actions	Increase value of tourism on overnight stays. Increased average value of tourism visits. Apprenticeships delivered. Marketing campaigns delivered.	

17	Performance measures	Number of apprenticeships Web traffic Volume and value reports Member participation in activity	
18	Long term goals and actions Optional	Reduced impact of tourism on environment – measure rail / road data Increased average spend – V&V stats Increased joint funded projects	
19	Barriers	Funding – ensure plans are deliverable.	
20	Resources	Southend Council will provide initial support Members will contribute to activity and take part in hosting events Volunteers to lead on particular themes will be established to prevent overloading any one person.	
21	Costs	Detail of costs of each element of plan.	Web alignment £8,000 New images £2,000 Marketing campaign Groningen £50,000 London 2-4-1 rail offer £TBA Conference £TBA Benchmark research £TBA Tourism apprenticeship £TBA
22	Value	What is the value of the plan to the local economy?	Increasing the average spend of visitors will have a huge economic impact. Transferring more of the 6,000,000 visitors from day trips to overnight adds

			to the night time economy and employment. Day visitor average spend is £40 whilst overnight is £170
23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	GREAT UK Funding (already secured) £50k for overseas marketing Partners will contribute to activity on project by project basis. Southend Borough Council will support the initiatives.
24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	There is no separately funded secretariat and resources to deliver projects will be shared. The Roslin Hotel is already chairing the partnership, various partners have hosted events and there is commitment to participate in appropriate activity. The BID and council websites will be merged to improve value and focus resources.
Communications			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	The partnership is open to all related organisations and individuals. Already there are around 40 participants.
26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	Invites to activity such as the conference will be made and reporting of activity via the website will provide transparency and opportunity to generate involvement.
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	The ensuing marketing activity will be publicly beneficial as part of the objectives. Community will see more joined up communication.
CCT Logistics			
28	Management of team	How the team will operate, frequency of	Southend Borough Council will coordinate the activity and publicise meetings. Locations are being moved

		meetings, centrality of team to projects, etc. How the team is representative of the community.	around to different locations. The arts, hotel, attraction, event and transport sectors are all represented.
29	Support structure	Network of support built to enable CCT to deliver the economic plan	Built into the Council's business engagement and existing industry partnership framework to strengthen current arrangements.
30	Costs	Running costs of CCT itself	Members are sharing the hosting of meetings other costs being met by voluntary donations and absorbed by Council. No additional costs are required.
31	Sustainability	Long term plan for team and how this will be managed.	The team will grow and become a key industry voice and self sustaining DMO
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	Tourism, marketing, heritage, using technology